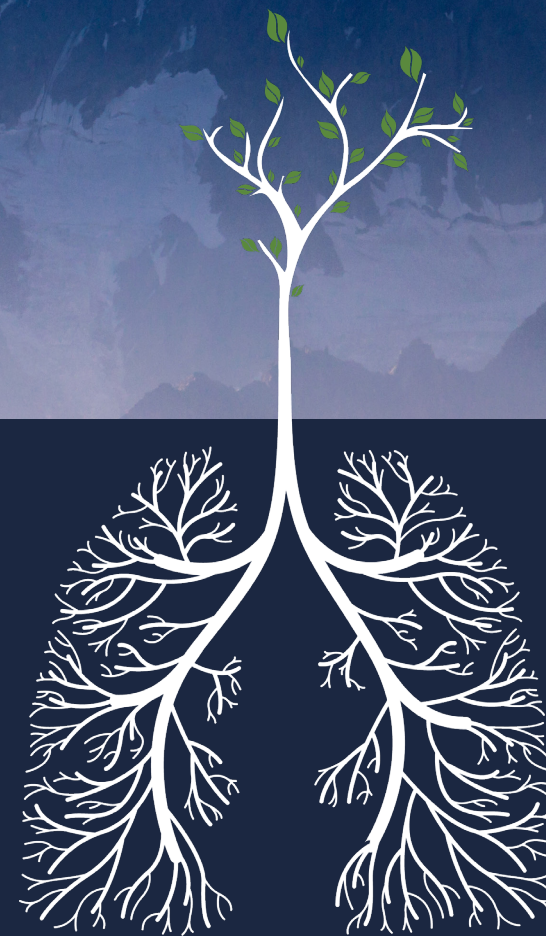


Corporate Governance Report 2023

Vicore Pharma Holding AB (publ)



Corporate Governance Report 2023

Introduction

The Board of Directors of Vicore Pharma Holding AB (publ), company reg. no. 556680-3804 ("Vicore" or the "company") hereby submits the 2023 corporate governance report. This report on corporate governance has been prepared in accordance with the provisions of the Swedish Code of Corporate Governance ("the Code") and ch. 6. Sections 6–9 of the Annual Accounts Act and ch. 9 Section 31 of the Companies Act and refers to the financial year 2023.

The company's shares have been listed on Nasdaq Stockholm since September 27, 2019. The company's shares were previously, since December 2015, listed on the Nasdaq First North Growth Market. The company's corporate governance is mainly regulated by the provisions of the company's articles of association, the Swedish Companies Act (2005:551) (Sw. aktiebolagslagen) and other Swedish legislation, the Nasdaq Stockholm Rulebook for issuers and the Code.

The corporate governance report has been reviewed by the company's auditors in accordance with the Swedish Annual Accounts Act. It does not constitute a part of the formal annual report documents.

The group comprises the parent company Vicore Pharma Holding AB

("Vicore") and the subsidiaries Vicore Pharma AB ("Vicore Pharma"), Vicore Pharma US Inc ("Vicore Pharma US Inc") and INIM Pharma AB ("INIM Pharma"). The company's research and development operations are conducted in Vicore Pharma and INIM Pharma.

The company reports the following deviation from point 1.3 (the requirement for the board's physical presence at the AGM to be considered quorate) of the Code in 2023: Two out of five of the board members, including the chairman of the board, attended the AGM in 2023. Three of the board members attended virtually via Teams as they were not able to attend physically.



No infringements of Nasdaq Stockholm's rules and no breach of good practice on the securities market was reported by the stock exchange's disciplinary committee or the Swedish Securities Council during the financial year.

Corporate governance within Vicore

The purpose of Vicore's corporate governance is to create a clear allocation of roles and responsibilities among the shareholders, the Board of Directors, CEO and management team. Corporate governance, management and control of Vicore are allotted among the general meeting, the Board of Directors, its elected committees and the CEO.

Important external and internal regulations and policies that affect corporate governance:

Significant external regulations:

- Swedish Companies Act
- Swedish Accounting Act
- Swedish Annual Accounts Act
- International standards for audits and financial reporting (IFRS)
- Nasdaq Stockholm Rulebook for issuers
- Swedish Code of Corporate Governance

- Other applicable rules and recommendations

Significant internal regulations and policies:

- Articles of association
- Rules of procedure for the Board of Directors
- Instruction for the CEO, including the financial reporting instruction
- Finance policy
- Financial handbook
- Internal control policy
- Risk management policy
- Information policy
- Insider policy
- IT policy
- Authorization framework

Shareholders and the share

At the end of 2023, Vicore had 7,638 shareholders and the number of shares was 111,722,979 with a quotient value of SEK 0.5 each. There is only one class of shares. The company's shares are issued in one class and each share carries one vote at the AGM.

On December 31, 2023, HealthCap VII L.P. was the single largest shareholder in Vicore, with a total of 18,427,774 shares,

corresponding to 16.5 percent of the votes and capital. No shareholder other than HealthCap VII L.P. has a direct or indirect shareholding that represents one tenth, or more, of the voting rights for all shares in the company. Further information on shareholders and Vicore's share is presented on pages 18-19 in the 2023 annual report.

General meetings of shareholders

According to the Companies Act (2005: 551), the General Meetings of shareholders is the company's highest decision-making body. At the General Meetings, the shareholders exercise their voting rights in the company. The Annual General Meeting shall be held within six (6) months from the end of the financial year. At the Annual General Meeting, the shareholders decide, among other things, on the Board of Directors and, where applicable, auditors, how the Nomination Committee is to be appointed and on discharge from liability for the Board of Directors and the CEO for the past year. Decisions are also made on the adoption of Annual Report, the appropriation of profit or loss, fees for the Board of Directors and auditors, guidelines for remuneration to the CEO and other senior executives as well as the remuneration report.

Shareholders who wish to attend General Meetings, in person or through a representative, must be included in the

share book kept by Euroclear Sweden AB six (6) banking days before the General Meeting and make a notification to the company in accordance with the notice. Notice of General Meetings is made through advertising and via the company website (www.vicorepharma.com).

2023 AGM

The Annual General Meeting 2023 was held on May 11, 2023. At the AGM, approximately 55 percent of the total votes were represented. Jacob Gunterberg was elected chairman of the meeting.

At the AGM the following principal resolutions were passed:

- ◉ Jacob Gunterberg, Maarten Kraan, Hans Schikan and Heidi Hunter were re-elected as board members. Michael Buschle and Elisabeth Björk were elected as new board members. Jacob Gunterberg was elected Chairman of the Board.
- ◉ Ernst & Young AB with principal auditor Linda Sallander was re-elected as auditor.
- ◉ Remuneration to the Chairman of the Board and the Board's members, elected by the Annual General Meeting and the auditor were established.
- ◉ Authorization to issue new shares corresponding to not more than 20 per cent of the number of outstanding shares and votes at the time of the AGM.
- ◉ Decision to implement a share-based incentive program for members of the Board of Directors of the company. A maximum of 120,000 warrants to be issued.
- ◉ Decision to implement a long-term incentive program for the compa-

ny's senior management and key persons. A maximum of 5,000,000 warrants to be issued.

- ◉ Decision to adopt a new articles of association with change of head-quarter to Stockholm and enabling of postal voting and collection of power of attorneys.
- ◉ Resolution on adoption of remuneration report 2022.
- ◉ Resolution on adoption of balance sheet and income statement.
- ◉ No dividend to be paid for year 2022 and the company's earnings to be carried forward.
- ◉ Discharge from liability of the Board of Directors and CEO for the financial year 2022.

2023 EGM

The Extraordinary General Meeting was held on July 5, 2023. At the EGM, approximately 56 percent of the total votes were represented. Rikard Lindahl, Vinge law firm, was elected chairman of the meeting.

At the EGM the following principal resolutions were passed:

- ◉ Decision to approve the Board of Director's proposal on a directed share issue of no more than 20,675,000 new shares.

Full minutes and information from the AGM and EGM are available on Vicore's website (www.vicorepharma.com).

AGM 2024

The 2024 Annual General Meeting will be held on May 7, 2024, in Stockholm. Information on the decisions made at the Annual General Meeting will be published on May 7, 2024, as soon as the outcome of the voting is finally

compiled. For the right to participate and more information, see Vicore's website (www.vicorepharma.com). The minutes of the Annual General Meeting will be available on Vicore's website (www.vicorepharma.com).

Nomination Committee

The Nomination Committee for the AGM 2024 consists of Staffan Lindstrand (Chairman) appointed by HealthCap VII L.P., Jan Särllmark appointed by Fjärde AP-fonden and Ivo Staijen appointed by HBM Healthcare Investments (Cayman) Ltd. Staffan Lindstrand is chairman of the Nomination Committee. The Committee also includes the Chairman of the Board, Jacob Gunterberg, as convenor.

The task of the Nomination Committee is to prepare and present proposals for the number of board members to be elected by the AGM, the election of a Chairman and other members of the Board of Directors, board fees and, if any, remuneration for committee work, election of a Chairman to the Annual General Meeting, election of auditors (if applicable) and auditors' fees (if applicable) and proposals for rules for the appointment of a Nomination Committee for the next annual general meeting. The proposals will be published at the latest in conjunction with the notice of the AGM 2024.

External auditors

The external audit of the accounts of the parent company and the group, as well as of the management by the Board of Directors and the CEO, is carried out in accordance with generally accepted accounting standards in Sweden. The auditor participates in at least one board meeting per year, going through the accounts for the year and leading a discussion with the Board of



Directors without the CEO or any other senior executive present. In addition, the auditor has participated in all Audit Committee meetings which also includes the presence of the CEO and other senior executives.

Pursuant to the articles of association, Vicore must have an authorized public accountant or a registered accounting firm as its external auditor. Since the AGM 2010, the accounting firm Ernst & Young AB has been auditor of the company. As of the 2022 AGM, certified public accountant Linda Sallander is the auditor in charge. Linda Sallander is member of the Swedish Institute of Authorized Public Accountants. For information regarding fees paid to the auditors, please refer to Note 5 of the 2023 Annual Report.

The Board of Directors

The Board of Directors is the company's highest decision-making body after the Annual General Meeting. According to the Companies Act, the Board of

Directors is responsible for the company's management and organization, which means that the Board of Directors is responsible for, among other things, setting goals and strategies, ensuring routines and systems for evaluating established goals, continuously evaluating the company's results and financial position and evaluating the operational management. The Board of Directors is also responsible for ensuring that the annual accounts and interim reports are prepared in a timely manner. In addition, the Board of Directors appoints the company's CEO. Board members are normally elected by the AGM for the period until the end of the next AGM.

According to the Code, the Chairman of the Board must be elected by the Annual General Meeting and have a special responsibility for the management of the Board of Directors' work and for the Board of Directors' work being well organized and implemented in an efficient manner. The Board of Directors adheres to written rules of procedure that are reviewed annually and are determi-

ned at the statutory board meeting each year. The rules of procedure govern, among other things, the practices and tasks of the Board of Directors, decision-making within the company, the Board of Directors' meeting agenda, the Chairman's duties and the allocation of responsibilities between the Board of Directors and the CEO. Instructions for financial reporting and instructions for the CEO are also determined in connection with the statutory board meeting.

The Board of Directors meets in accordance with a yearly schedule and essentially follows an annual cycle determined by the Board of Directors, which is decided at the statutory board meeting in conjunction with the Annual General Meeting. If necessary, special decisions are made such as acquisitions or divestments, other investment decisions, financing decisions and decisions on structural or organizational issues. The CEO, CFO and CAO have attended the board meetings when needed.

Board of Directors

According to the Articles of Association, Vicore's Board of Directors shall consist of a minimum of three and a maximum of nine members. The Company's Board of directors currently consists of five people without deputies. The assignment for all members runs until the end of the upcoming AGM.

On page 5-6 is a presentation of the Board of Directors with information on year of birth, year of inclusion in the Board, education, work experience, assignments in the company, other significant assignments and their respective direct and indirect holdings in the company as of December 31, 2023. Ownership in the company includes personal and / or related parties' holdings.

Board of Directors' work 2023

During 2023, the Board of Directors held twelve board meetings, including the inaugural meeting, of which seven through digital channels. In addition, the Board of Directors has made decisions

per capsulam on four occasions during 2023. The issues that the Board of Directors dealt with in 2023 are mainly: decision to carry out a new share issue, preclinical, clinical studies and organizational issues.

At the board meetings held during the financial year 2023, the members have been present as shown below.

Evaluation of the Board of Directors' work

Pursuant to the Code, the Board of Directors is to evaluate its work annually, using a systematic and structured process, with the aim of developing the Board of Directors' working methods and efficiency. The work of the Board of Directors has been evaluated by having the board members anonymously answer a number of questions about the Board of Directors' activities. The results of the evaluation have been compiled and reported orally to the members of the Board of Directors and the Nomination Committee.

Reporting period January 1 – December 31, 2023

Board member	Function	Elected	Independent in relation to		Remuneration, KSEK ¹					Attendance ²			
			The company and its management	Major shareholders	Board fees	Remuneration Committee	Audit Committee	Scientific Committee	Total	Board of Directors ³	Remuneration Committee	Audit Committee	Scientific Committee
Jacob Gunterberg	Chairman	2018	Yes	Yes	450	-	50	-	500	11/12	-	6/6	2/9 ⁴
Heidi Hunter	Board member	2020	Yes	Yes	200	25	100	-	325	12/12	2/3 ⁵	6/6	2/9 ⁶
Hans Schikan	Board member	2018	Yes	Yes	200	50	50	-	300	12/12	3/3	6/6	-
Maarten Kraan	Board member	2018	Yes	Yes	200	25	-	50	275	12/12	3/3	-	9/9
Elisabeth Björk ⁷	Board member	2023	Yes	Yes	200	-	-	25	225	7/12	-	-	7/9 ⁸
Michael Buschle ⁹	Board member	2023	Yes	Yes	200	-	-	25	225	7/12	-	-	7/9 ¹⁰
Sara Malcus ¹¹	Board member	2018	Yes	Yes	-	-	-	-	-	5/12	1/3 ¹²	-	-

1) Fee set by the AGM, excluding social security contributions, for the May 2023 to May 2024 financial year

2) Figures in table show the total number of meetings attended/total number of meetings

3) Excluding per capsulam meetings

4) Exited the Scientific Committee in May 2023

5) Elected to the Remuneration Committee in May 2023

6) Exited the Scientific Committee in May 2023

7) Elected to the Board of Directors in May 2023

8) Elected to the Scientific Committee in May 2023

9) Elected to the Board of Directors in May 2023

10) Elected to the Scientific Committee in May 2023

11) Exited the Board of Directors in May 2023

12) Exited the Remuneration Committee in May 2023

Board of Directors



Jacob Gunterberg
Chairman since 2022. Board member since 2018

Jacob is a former partner at HealthCap and has extensive experience in venture capital investments and investment banking related to the life sciences sector. Jacob Gunterberg has long experience as board member in both private and publicly traded companies.

Born: 1967

Education: M.Sc. in Business Administration and Economics from Lund University.

Other assignments: Board member and CFO in Purpose Pharma AB, Board member in Aurelia Invest AB, Disruptive Pharma Holding AB, EllAug AB, Tova Skrenen Stockholm AB and Twiceme Technology Sweden AB.

Previous assignments for the past five years: Partner at HealthCap. Board member in MIPS AB, Trimb Holding AB, Trimb Healthcare AB, HealthCap Holdings GP AB, HealthCap Annex Fund I-II Bis GP AB and HealthCap Aero Holdings GP AB (which were merged in 2016), Carisma Therapeutics Inc and Synox Therapeutics Ltd.

Holdings in the company: 24,806 share awards in the framework of the company's incentive program and 6,400 shares.

Jacob is a member of Vicore's Audit Committee.

Independent of the company and its senior management, and independent of major shareholders of the company.



Hans Schikan
Board member since 2018

Hans is former CEO of Prosensa (acquired by BioMarin). His previous assignments include leadership roles at Genzyme and Organon. He served on the boards of Hansa Biopharma, Wilson Therapeutics (acquired by Alexion), Sobi, Asceneuron, InteRNA, Therachon (acquired by Pfizer) and VectivBio (acquired by Ironwood).

Born: 1958

Education: PharmD from the University of Utrecht.

Other assignments: Chairman of Microbiotica Ltd and Complix NV, Board member of Pharvaris NV and Organon NV. TopTeam member of the Dutch Top Sector Life Sciences & Health. Advisor to various organisations in Life Sciences & Health.

Previous assignments for the past five years: Chairman of InteRNA, Board member of Sobi, Therachon and VectivBio.

Holdings in the company: 31,616 share awards in the framework of the company's incentive program and 4,000 shares.

Hans is chairman of Vicore's Remuneration Committee and member of the Audit Committee.

Independent of the company and its senior management and independent of major shareholders of the company.



Heidi Hunter
Board member since 2020

Heidi has more than 25 years of experience from leading positions in different roles within pharmaceutical development and commercialization. She has worked strategically and operationally from clinical and commercial development to launch execution. Her leadership experience spans alliance management, investment risk mitigation, global clinical and commercial management, new business strategy development, product launch, and business sustainability.

Born: 1958

Education: M.B.A., Marketing and International Business, The University of Chicago. B.A., Economics and German, Magna cum laude, The University of Michigan.

Other assignments: Board member Bavarian Nordic, IO Biotech and Sutro Biopharma.

Previous assignments for the past five years: President, Cardinal Health Specialty Solutions. SVP, Global immunology business unit at UCB, Belgium.

Holdings in the company: 11,025 share awards in the framework of the company's incentive program and 5,000 shares.

Heidi is chair of Vicore's Audit Committee and a member of Vicore's Remuneration Committee.

Independent of the company and its senior management and independent of major shareholders of the company.



Maarten Kraan
Board member since 2018

Maarten has extensive experience in biomedicine and has, among others, held a senior positions at Schering Plough, Bristol Myers Squibb, Roche/Genentech and AstraZeneca AB where he was responsible for the research and development of medicines for respiratory, inflammatory and autoimmune symptoms.

Born: 1961

Education: Medical degree, PhD in translational science, board certification in rheumatology, all at the University of Leiden.

Other assignments: Maarten Kraan is a board member of Toleranzia AB and CDS GmbH. Scientific advisor for AER therapeutics and Cyxone AB.

Previous assignments for the past five years: CMO of AM-Pharma, R&D Director of Pierre-Fabre SA.

Holdings in the company: 31,616 share awards in the framework of the company's incentive program and 4,025 shares.

Maarten is chairman of Vicore's Scientific Committee and a member of the Remuneration Committee.

Independent of the company and its senior management and independent of major shareholders of the company.



Elisabeth Björk
Board member since 2023

Elisabeth is an endocrinologist by training and an associate professor of medicine at Uppsala University, Sweden. Elisabeth Björk has been the Senior Vice President, Head of Late-stage Development, Cardiovascular, Renal and Metabolism (CVRM), BioPharmaceuticals R&D at AstraZeneca leading the global development of medicines within this area since 2012.

Throughout her career at AstraZeneca, she has gained broad drug development experience covering clinical development phase I-IV, large outcomes programs, major global filings and health authority interactions (FDA, EMA, Japan) and commercial strategy/implementation.

Born: 1961

Education: MD, Karolinska Institute and Ph.D. in Endocrinology, Uppsala University.

Other assignments: AstraZeneca Gothenburg site lead. Board member of Calliditas Therapeutics AB, Pharvaris N.V., Agiana Pharma AS, Rocket Pharmaceuticals, Inc., Chalmers University of Technology and Betula Consulting AB

Previous assignments for the past five years: Served on the Swedish Government's strategic innovation partnership program for life science. Board member of Chalmers Ventures AB 2018-2023.

Holdings in the company: 11,025 share awards in the framework of the company's incentive program .

Elisabeth is a member of Vicore's Scientific Committee.

Independent of the company and its senior management and independent of major shareholders of the company.



Michael Buschle
Board member since 2023

Michael has more than 25 years' experience in basic research as well as from biotech and pharma R&D. Dr Buschle has held C-level positions at mid-size Pharma and biotech companies. Among others, Dr Buschle was a co-founder of vaccine company Intercell AG (merged with Vivalis to create Valneva in 2012) and President Biologics and Chief Scientific Officer at Glenmark Pharmaceuticals.

Born: 1960

Education: Ph.D. from the University of London

Other assignments: Consultant of HBM Partners AG

Previous assignments for the past five years: Board member of Y-mAbs Therapeutics, Inc., Board observer of Hookipa Pharma Inc. and Werewolf Therapeutics Inc.

Holdings in the company: 11,025 share awards in the framework of the company's incentive program .

Michael is a member of Vicore's Scientific Committee.

Independent of the company and its senior management and independent of major shareholders of the company.

Board Committees

Remuneration Committee

The Remuneration Committee is appointed by the company's Board of Directors and consists of three members: Hans Schikan (Chairman), Heidi Hunter and Maarten Kraan. The Remuneration Committee shall fulfill the tasks specified in the Code. The Remuneration Committee shall keep minutes at its meetings and make the minutes available to the Board of Directors.

The Remuneration Committee's main tasks are as follows:

- ◉ Prepare decisions for the Board of Directors regarding remuneration principles, remuneration and other employment terms and conditions for senior management.
- ◉ Monitor and evaluate any programs pending or adopted during the year for variable compensation for senior management.
- ◉ Monitor and evaluate the application of the guidelines for remuneration adopted by the annual general meeting, as well as applicable remuneration structures and levels for the company.

In 2023, the Remuneration Committee held three meetings.

Audit Committee

The Audit Committee is appointed by the Board of Directors and consists of Heidi Hunter (Chair), Jacob Gunterberg and Hans Schikan.

Primary duties of the Audit Committee:

- ◉ The Audit Committee shall, without impact on the responsibilities and duties of the Board of Directors in

other respects, among other things, monitor the company's financial reporting, monitor the effectiveness of the company's internal control, internal audit and risk management, keep informed of the audit of the annual accounts and the consolidated accounts, review and monitor the auditor's impartiality and independence and in this case pay special attention to whether the auditor provides the company with services other than audit services, and assist in the preparation of proposals for the general meeting's election of auditor.

In 2023, the Audit Committee held six meetings.

Scientific Committee

The Scientific Committee shall consist of at least three non-employed board members with a broad scientific and medical understanding and experience in the field concerned. The Board of Directors shall appoint the members of the Scientific Committee, including the Chairman. Vicore's Scientific Committee consists of Maarten Kraan (Chairman), Elisabeth Björk and Michael Buschle.

The main tasks and responsibilities of the Committee are:

- ◉ Reviewing and discussing the company's preclinical and clinical product portfolio, including its commercial attractiveness and ranking.
- ◉ Reviewing and discussing the company's R&D strategy and reviewing scientific and technological trends that the company considers are of great importance.

- ◉ Providing strategic advice and recommendations for the company's ongoing R&D program.
- ◉ To review the (quality of) R&D capacity of the company and its organization, including the product development process.
- ◉ To review and discuss the company's intellectual property strategies.

In 2023, the Scientific Committee held nine meetings.

Remuneration

Remuneration to the Board of Directors

At the Annual General Meeting on May 11, 2023, it was resolved that the remuneration to the members of the Board of Directors for the period up to the end of the 2023 Annual General Meeting shall be paid with 450,000 SEK to the Chairman of the Board and 200,000 SEK to each of the other board members. As remuneration for committee work, it was decided that the Chairman of the Audit Committee should receive 100,000 SEK and the other members of the Audit Committee 50,000 SEK each. Furthermore, it was decided that the Chairman of the Remuneration Committee should receive 50,000 SEK and the other members of the Remuneration Committee 25,000 SEK each. The Chairman of the Scientific Committee shall receive 50,000 SEK and the other members of the Scientific Committee 25,000 SEK each. The table on page 4, shows the fees paid to members elected by the AGM in 2023.

Remuneration to management

Remuneration issues for senior executives are dealt with by the Board of Directors Remuneration Committee. The Board of Directors decides on the CEO's remuneration on a proposal from the Remuneration Committee. Remuneration and terms for senior executives are based on market conditions and consist of a balanced mix of fixed salary, variable remuneration, pension benefits and terms of notice. Salaries and other remuneration for the 2023 financial year were paid to the CEO and other senior executives in accordance with what is stated in note 7 "Employees and Personnel costs" in the Annual Report 2023.

Guidelines on remuneration to senior executives and Board of Directors 2023

This is a summary of the guidelines for executive remuneration. The complete guidelines are available in the Annual Report 2023 and on the company website.

At the 2022 AGM, guidelines were adopted that are valid up to the 2026 AGM as follows. Vicore shall offer remuneration in accordance with market practice which enables the recruitment and retention of internationally qualified senior executives. Remunerations within Vicore shall be based on principles of performance, competitiveness and fairness.

Senior executives refer to the CEO and the other members of the executive management. The guidelines shall apply to employment agreements concluded after the annual general meeting's resolution to adopt these guidelines,

as well as when changes are made to existing agreements thereafter. The remuneration to senior executives consists of fixed remuneration, variable remuneration, share and share-price related incentive programs, pension and other benefits.

The Board of Directors is entitled to deviate from the guidelines if the Board of Directors, in a certain case, deems that there are good reasons for the deviation.

Fixed salary

The fixed remuneration shall take into account the individual's responsibilities, experience and performance. The fixed salary should be reviewed annually.

Variable salary

Variable remuneration paid in cash may amount to a maximum of 40 percent of the annual fixed remuneration of the CEO and a maximum of 30 percent of the annual fixed remuneration to other senior executives. Further variable cash remuneration may be awarded in extraordinary circumstances. Such remuneration may not exceed an amount corresponding to 50 percent of the fixed annual cash salary and may not be paid more than once per year for each individual. Variable remuneration must be linked to predetermined and measurable criteria, designed to promote the company's long-term value creation.

Share- and share price-based remuneration

Share- and share price-based incentive programs shall, if applicable, be decided by the AGM. Already decided incentive programs are described on page 8-9.

Pension

Pension should, where possible, be premium-based. For the CEO and other senior executives, the premium, in cases where a premium-based pension is applicable, can amount to up to 30 percent of the fixed salary. The Board of Directors has the right, without prejudice to the above, to offer other solutions that are equivalent in cost to the above.

Severance pay, etc.

A notice period of up to six months between the company and the CEO shall apply if notice is given by the company. If notice is given by the company, the Board of Directors may decide that the CEO shall be entitled to severance pay of up to twelve months' salary. In the event of termination by the CEO, a notice period of up to six months shall apply. Other senior executives shall have a notice period of up to six months. During the notice period, normal salary shall be paid.

Other benefits

Senior executives may be awarded customary other benefits such as occupational health care, etc. Such other benefits shall not constitute a significant part of the total remuneration.

Vetting and decision processes

The CEO's remuneration shall be vetted by the Remuneration Committee and decided by the Board of Directors. The remuneration of other senior executives shall be vetted by the CEO and the Remuneration Committee, which shall submit a proposal for approval to the Board of Directors. The Board of Directors has the right to deviate from

the above guidelines if there are special reasons that justify it in an individual case.

Incentive programs

At the end of 2023, Vicore has five active programs that include the company's management and staff, and board members. In 2018, a long-term incentive program, "Co-worker LTIP 2018", was set up. In 2021, two long-term incentive programs were set up: "Co-worker LTIP 2021" and "Board LTIP 2021". In 2023, two long-term incentive programs were set up: "Co-worker LTIP 2023" and "Board LTIP 2023".

Assuming full utilization and maximum goal achievement of all granted employee stock options and share awards as of December 31, 2023, corresponding to 3,877,124 shares, would entail a dilution of approximately 3.4 percent. Taking into account also non-granted employee stock options and warrants that may be used as hedge for social security contributions, the maximum dilution as of December 31, 2023, amounts to approximately 7.4 percent.

Below is a description of the various programs. For other information about the incentive programs, see Note 8 in the Annual Report 2023.

Long-term incentive program 2018

The Extraordinary General Meeting of Vicore Pharma Holding AB on August 13, 2018 resolved, in accordance with the Board of Directors' proposal to adopt a long-term incentive program for senior executives and key employees ("Co-worker LTIP 2018"). A maximum of 2,000,000 options may be granted to participants in the program. The

increase in the company's share capital upon full utilization of both incentive programs amounts to a maximum of around SEK 1,000,000, which corresponds to a maximum dilution of approximately 1.7 percent. The participants in the programs have received the share rights / options free of charge and settlements are made with equity instruments.

Co-worker LTIP 2018

Co-worker LTIP 2018 is an incentive program intended for members of senior management and key persons in the company. According to the program, participants will be granted, free of charge, options subject to a three-year vesting that entitle to acquire a maximum of 2,000,000 shares in the company in total. The exercise price per share shall correspond to 150 percent of the volume weighted average price of the company's share for the five trading days preceding the granting date. The latest point in time at which vested options may be exercised shall be the fourth anniversary of the granting date.

The Board of Directors of the company believes that an equity-based incentive program is a central part of an attractive and competitive remuneration package in order to attract, retain and motivate competent members of senior management and key persons in the company, and to focus the participants on delivering exceptional performance which contributes to value creation for all shareholders.

Long-term incentive program 2020

The Annual General Meeting in Vicore Pharma Holding AB held on May 20, 2020, resolved, in accordance with the

proposal from the Nomination Committee, to adopt a long-term incentive program for the new members of the Board of Directors ("Board LTIP 2020") in Vicore Pharma Holding AB. A maximum of 525,000 share awards may be allotted to participants in the program Board LTIP 2020. During the second quarter of 2023, Board LTIP 2020 expired. Since the share price increased by less than 50 percent during the measurement period no share awards were earned. The program is now closed.

Long-term incentive programs 2021

The Annual General Meeting in Vicore Pharma Holding AB held on May 11, 2021, resolved to implement a long-term incentive program for senior management and key persons in the company ("Co-worker LTIP 2021") and to implement a long-term performance-based incentive program for independent board members in the company who are not participants in Board LTIP 2020 ("Board LTIP 2021"). A maximum of 3,000,000 options (Co-worker LTIP 2021) and 61,773 share awards (Board LTIP 2021) may be allotted to participants in the programs. The increase in the company's share capital, assuming full utilization of both incentive programs, amounts to a maximum of approximately SEK 1,530,887, corresponding to a maximum dilution of approximately 2.5 percent.

Board LTIP 2021

Board LTIP 2021 is a program under which the participants will be granted, free of charge, share awards subject to performance vesting that entitle to 61,773 shares in the company. The share awards are subject to

performance vesting based on the development of the company's share price over the period from the date the share awards are allocated up to and including the vesting date.

Board LTIP 2021 is intended for independent board members in the company who are not participants in Board LTIP 2020. The Nomination Committee believes that an equity-based incentive program is a central part of a competitive remuneration package in order to attract, retain and motivate internationally competent members of the Board of Directors, and to focus the participants on delivering exceptional performance which contributes to value creation for all shareholders.

Co-worker LTIP 2021

Co-worker LTIP 2021 is an incentive program intended for members of senior management and key persons in the company. According to the program, participants will be granted, free of charge, options subject to three-year vesting that entitle to acquire a maximum of 3,000,000 shares in the company in total. The exercise price per share shall correspond to 125 percent of the volume weighted average price of the company's share for the five trading days preceding the granting date. The latest point in time at which vested options may be exercised shall be the fifth anniversary of the granting date.

The Board of Directors of the company believes that an equity-based incentive program is a central part of an attractive and competitive remuneration package in order to attract, retain and motivate competent members of senior management and key persons in the company, and to focus the participants

on delivering exceptional performance which contributes to value creation for all shareholders.

Long-term incentive programs 2023

The Annual General Meeting in Vicore Pharma Holding AB held on May 11, 2023, resolved to implement a long-term incentive program for senior management and key persons in the company ("Co-worker LTIP 2023") and to implement a long-term performance-based incentive program for the board members in the company ("Board LTIP 2023"). A maximum of 3,000,000 options (Co-worker LTIP 2023) and 79,931 share awards (Board LTIP 2023) may be allotted to participants in the programs. The increase in the company's share capital, assuming full utilization of both incentive programs, amounts to a maximum of approximately SEK 2,539,966, corresponding to a maximum dilution of approximately 4.0 percent.

Board LTIP 2023

Board LTIP 2023 is a program under which the participants will be granted, free of charge, share awards subject to performance vesting that entitle to 79,931 shares in the company. The share awards are subject to performance vesting based on the development of the company's share price over the period from the date the share awards are allocated up to and including the vesting date.

The Nomination Committee believes that an equity-based incentive program is a central part of a competitive remuneration package in order to

attract, retain and motivate internationally competent members to the Board of Directors. The Nomination Committee is of the opinion that Board LTIP 2023 will increase and strengthen the participants' dedication to the company's operations, improve company loyalty and that Board LTIP 2023 will be beneficial to both the shareholders and the company.

Co-worker LTIP 2023

Co-worker LTIP 2023 is an incentive program intended for members of senior management and key persons in the company. According to the program, participants will be granted, free of charge, options subject to three-year vesting that entitle to acquire a maximum of 5,000,000 shares in the company in total. The exercise price per share shall correspond to 125 percent of the volume weighted average price of the company's share for the five trading days preceding the granting date. The latest point in time at which vested options may be exercised shall be the fifth anniversary of the granting date.

The Board of Directors of the company believes that Co-worker LTIP 2023 will create a strong alignment of the interests of the participants and the interests of the shareholders. Co-worker LTIP 2023 is adapted to the current position and needs of the company. The Board of Directors is of the opinion that Co-worker LTIP 2023 will increase and strengthen the participants' dedication to the company's operations, improve company loyalty and that Co-worker LTIP 2023 will be beneficial to both the shareholders and the company.

Internal control and risk management regarding the financial reporting

Introduction

According to the Companies Act and the Annual Accounts Act, the Board of Directors is responsible for internal control. The purpose of internal control is to achieve efficient and effective operations, to ensure reliable financial reporting and information about the business, and to comply with applicable laws, regulations, policies and guidelines.

Vicore's internal control is based on principles developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) which consists of five consecutive components:

1. Control environment
2. Risk assessment
3. Control activities
4. Information and communication
5. Monitoring including monitoring and evaluation

Internal control of financial reporting

Internal control over financial reporting aims to provide reasonable reliability and security in financial reporting and to ensure that financial external reporting is conducted in accordance with applicable laws and accounting standards. The Board of Directors is ultimately responsible for internal control and continuously evaluates, via the Audit Committee, Vicore's risk management and internal control.

Vicore ensures internal control of financial reporting through a qualitative and quantitative analysis of the balance sheet and income statement for the Group. The purpose of the quantitative analysis is to identify risks linked to significant and transaction-intensive items. The qualitative analysis aims to identify risks linked to complexity and irregularities. Based on the results of the analysis, significant financial processes and risks have been identified.

Vicore has designed procedures and activities to follow up on financial reporting and to ensure that any errors are detected and corrected. Key controls have been designed and followed up as part of the effort to maintain good internal control.

Internal audit

The Board of Directors has evaluated the need for an internal audit function and concluded that it is not justified in Vicore in view of the scope of the business and that the Board's follow-up of internal control is deemed sufficient to ensure that internal control is effective. The Board reexamines the need, when changes occur that can lead to re-examination and at least once a year.

Control environment and risk assessment

The control environment within Vicore is part of the framework for the orientation and culture that the Company's Board and management communicate to the organization. In order to ensure appropriate risk management and good internal control, the Company has adopted a series of internal guidelines, work processes and routines, in addition

to governing documents such as the Board's rules of procedure, instructions for the CEO with associated instructions for delegation and attestation.

The Board has also established an Audit Committee whose main task is to monitor the Company's financial position, the effectiveness of the Company's internal control, internal audit and risk management to be informed of the audit of the annual accounts and the consolidated accounts, and to review and monitor the auditor's impartiality and independence. Responsibility for ongoing work regarding the internal control of the financial reporting has been delegated to the Company's CEO and CFO.

In addition to the abovementioned controls, the company has standardized procedures that govern the control and quality of drug development.

Vicore's group management shall annually conduct a risk assessment of strategic, operational, legal and financial risks with the aim of identifying potential problem areas and assessing the risk exposure in the company. The risk assessment includes identifying risks that may arise that may prevent the company from achieving its vision and goals, for example if the basic requirements for financial reporting in the company are not met. Within the scope of each risk area, the responsible person identifies risks and their potential consequences and probabilities, and proposes measures. The Audit Committee is responsible for continuously evaluating the company's risk situation and shall assist the Board of Directors with proposals regarding the management of the company's financial risk exposure and risk management.

Control activities

To identify and manage the risks associated with the company's operations, the Board of Directors has adopted a risk management policy. Risk management is a high priority within Vicore. Ultimately, it is the Board of Directors that is responsible for risk management. The company's risk situation must be evaluated annually, after which an action plan will be drawn up. Vicore bases its control environment on the risks identified during the risk assessment process. The company has also appointed process owners who are responsible for individual processes. The CEO and other senior executives are all involved in the ongoing work to manage the risks associated with the business.

Vicore has designed procedures and activities to follow up on financial reporting and to ensure that any errors are detected and corrected. These activities include, among other things, follow-up and comparison of earnings performance or items, account reconciliations and balance sheet specifications, as well as approval of bank transactions and cooperation agreements, proxy and authorization instructions, and accounting and valuation principles. The company's CFO has a key role in analyzing and following up the company's financial reporting and results. Authorizations to IT systems are limited according to powers, responsibilities and roles.

Information and communication

The company also has internal control functions for information and commu-

nication that aim to ensure that correct financial and other company information is communicated to employees and other stakeholders.

The company's internal instructions and policies are available to all employees and provide detailed information on current routines in all parts of the company and describe the control functions and how they are implemented.

Monitoring including follow-up and evaluation

Compliance and effectiveness regarding internal controls are regularly monitored. The CEO ensures that the Board of Directors receives regular reports on the development of the company's operations, including the development of the company's earnings and financial position and information on important events, such as research results and important agreements and contracts. The CEO reports on these issues at each board meeting. The company's compliance with applicable policies and governance documents and the effectiveness of internal control are subject to annual evaluation. The results of these evaluations are compiled by the company's CEO and reported to the Board of Directors annually. The Board of Directors handles all interim reports and annual reports before they are published and follows up the audit of the internal control via the Audit Committee. The Audit Committee supports the Board of Directors by preparing questions and provides the Board of Directors with support in its work to fulfill its responsi-

lities in the areas of internal control and accounting and to assure the quality of Vicore's financial reporting.

Management

The Board of Directors appoints the CEO to lead the company. The management team consists of twelve people:

- CEO
- Chief Financial Officer
- Chief Medical Officer
- Chief Scientific Officer
- VP Clinical Development
- Program Director, early development
- VP Operations and Corporate Strategy
- Chief Administrative Officer
- Chief Commercial Officer
- VP Business Development
- Head of CMC
- Director of Digital Health

The management team holds monthly meetings to discuss the group's results and financial position, follow-up of budgets and forecasts, status in research and development projects, administration, HR and organization, IR and strategy.

The CEO's responsibility

The CEO is subordinate to the Board of Directors and is responsible for the

company's day-to-day management and operations of the company. The division of duties between the Board of Directors and CEO is specified in the rules of procedure for the Board of Directors and the CEO's instructions. The CEO shall ensure that the company's accounting is in order and that the business is conducted in accordance with relevant regulations, including Nasdaq Stockholm's Rule Book for Issuers.

The CEO shall keep the Board of Directors continuously informed of the development of the company's operations, the company's earnings and financial position, liquidity and credit situation, important business events and any other event, circumstances or conditions that may be of material importance to the company's shareholders.

The CEO is also responsible for producing reports and necessary documentation to facilitate decisions for board meetings and is the main presenter of the material at board meetings.

Management team

Vicore's management team currently consist of twelve individuals; CEO Ahmed Mousa, Chief Financial Officer Hans Jeppsson, CMO Bertil Lindmark, CSO Johan Raud, VP Clinical Development Elin Rosendahl, Program Director, early development Johanna Gräns, VP Operations and Corporate Strategy Mikael Nygård, Chief Administrative Officer Nina Carlén, Chief Commercial Officer Åsa Magnusson, VP Business Development Jimmie Hofman, Head of

CMC Sophie Bertilsson and Director of Digital Health Jessica Shull.

For further information about Vicore's management team, including name, position, year of employment, education, work experience, significant assignments outside the company and holdings (own and / or related parties) in Vicore on December 31, 2023, see pages 11-13.

Management



Ahmed Mousa
Chief Executive Officer since 2023

Ahmed has an extensive background in business and corporate development, portfolio strategy, and entrepreneurial experience in the life sciences industry. Prior to joining Vicore, Ahmed was the Chief Business Officer & General Counsel of Pieris Pharmaceuticals where he played a key role in development of the company's pipeline and execution of strategic collaborations with a range of pharmaceutical companies. Ahmed previously was an attorney representing biopharmaceutical companies in a range of matters at Covington & Burling and Kirkland & Ellis.

Education: Undergraduate degrees in molecular biology and government from Cornell University and a master's degree in biotechnology from Johns Hopkins University. Juris Doctor from Georgetown Law with honors.

Other assignments: Board member and CEO of INIM Pharma AB and Vicore Pharma AB.

Holdings in the company: 800,000 options within the framework of the company's incentive program.



Hans Jeppsson
Chief Financial Officer since 2017

Hans has a cross-disciplinary background in finance and biomedicine. He has previously worked as a biotechnology analyst at Danske Bank as well as within preclinical research at AstraZeneca R&D.

Education: Ph.D. in Business Administration from the University of Gothenburg and post-doc experience from Haas School of Business at the UC Berkeley. He also has a background in chemical engineering with a focus on biotechnology from Chalmers University of Technology.

Other assignments: Deputy board member of Vicore Pharma AB and INIM Pharma AB.

Holdings in the company: 5,000 shares and 240,000 options within the framework of the company's incentive program.



Elin Rosendahl
VP Clinical Development since 2020

Elin has more than 20 years' experience of managing global biopharmaceutical development programs and leading cross-functional teams. Solid experience of all phases of clinical drug development with focus on design of innovative and patient-focused paths to market, effective management of global, cross-functional teams and optimized collaborations with contract research organizations (CROs).

Education: M.Sc., Pharmacy from Uppsala University.

Other assignments: None.

Holdings in the company: 200,000 options within the framework of the company's incentive program.



Johanna Gräns
Program Director, early development since 2015

Johanna has a Ph.D and expertise in pharmaceutical metabolism. She has extensive experience in preclinical interpretation and is responsible for drug development projects.

Education: Ph.D. in biology with a focus on toxicology from the University of Gothenburg.

Other assignments: None.

Holdings in the company: 7,004 shares and 200,000 options within the framework of the company's incentive program.



Bertil Lindmark
Chief Medical Officer since 2024

Bertil has a long career within the pharmaceutical industry with expertise within respiratory and inflammatory diseases. Bertil has held global roles within AstraZeneca, leading the development of global brands like Pulmicort and Symbicort. He was the Head of Research and Development at Almirall, leading the development of the second to market inhaled long acting antimuscarinic, aclidinium bromide. Bertil also held CMO roles in biotech companies, among others Galecto where his leadership played a crucial role in driving innovation and advancing IPF directed therapies.

Education: MD PhD from Lund University, Sweden

Other assignments: Chairman of the scientific committee of ALK and Chairman of the Board at Aqilion.

Holdings in the company: None



Johan Raud
Chief Scientific Officer since 2018

Johan has more than 20 years of experience of medical science, pharmaceutical R&D and patenting from his work as physician, different roles within big and small pharma, co-founding and managing startup companies, as well as venture capital investment.

Education: MD Ph.D. from the Karolinska Institute and Vanderbilt university, USA.

Other assignments: None.

Holdings in the company: 238,991 shares and 190,000 options within the framework of the company's incentive program.



Nina Carlén
Chief Administrative Officer since 2009

Nina has more than 20 years of experience working with HR, marketing and communication in the pharmaceutical industry.

Education: Completed training in project management, PR, communication and graphic design at, among others, Bergh's School of Communication.

Other assignments: Deputy board member of North River AB and North River Maintenance AB.

Holdings in the company: 24,480 shares and 200,000 options within the framework of the company's incentive program.



Åsa Magnusson
Chief Commercial Officer since 2021

Åsa has more than 20 years of experience as a commercial executive in the pharmaceutical industry with focus on securing market access and launching rare disease medicines. Her previous roles include leading cross-functional teams as General Manager at Arvelle and in different senior commercial roles at Alexion, expanding innovative antibody products and heading the commercial launch of Actelion's pulmonary arterial hypertension (PAH) pharmaceuticals.

Education: BBA and B2B marketing from Lund University.

Other assignments: Board member of Think Brand Direction.

Holdings in the company: 150,000 options within the framework of the company's incentive program.



Jessica Shull
Head of Digital Health since 2021

Jessica has more than 20 years' experience in the field of digital technologies for healthcare including development of virtual surgical devices. She is considered an authority in HTA requirements for patient-facing software and innovation adoption in Europe and internationally. In previous roles she worked on digital health best practices for the WHO and with the Digital Therapeutics Alliance she focused on digital therapeutic product integration, regulation, and policy.

Education: MA, M.Sc., Ph.D. in Biomedicine.

Other assignments: None.

Holdings in the company: 150,000 options within the framework of the company's incentive program.



Mikael Nygård
VP Operations and Corporate Strategy since 2021

Mikael has extensive experience from Business Development in the healthcare industry. He has led M&A and Corporate Development at the care provider Humana AB and has also worked in the global healthcare team at the strategy consulting firm Boston Consulting Group.

Education: M.Sc. Pharmacy, Uppsala University. Ph.D. Neurobiology, Karolinska Institutet.

Other assignments: None.

Holdings in the company: 4,031 shares and 141,000 options within the framework of the company's incentive program.



Sophie Bertilsson
Interim Head of CMC since 2024

Sophie has extensive experience in pharmaceutical development and regulatory CMC from the life science industry. She has also worked as a regulator at the Swedish Medical Products Agency.

Education: MSc, Chemistry and PhD Organic chemistry from Uppsala University

Other assignments: Senior consultant with RegSmart LifeScience, Sweden.

Holdings in the company: None



Jimmie Hofman
VP Business Development since 2024

Jimmie is an experienced deal maker in the life science industry, with extensive experience in business development, corporate strategy, and financial modeling. Prior to joining Vicore, Jimmie was Senior Director, Business Development at Pieris Pharmaceuticals, where he was responsible for business development activities, and part of establishing strategic partnerships with multiple pharmaceutical companies, including Astra-Zeneca, Roche/Genentech, Seagen, Servier, and Boston Pharmaceuticals.

Education: B.Sc. Bioengineering, M.Sc. Entrepreneurship & Business Design, Intellectual Capital Management from Chalmers University of Technology.

Other assignments: None.

Holdings in the company: None

